



CHIEF's Sight Picture

6 November 2002

Force Development

“Our **goal** in implementing our new Force Development construct **is to make** that **investment in all career fields and all ranks more deliberately** than we do today in order **to better prepare us for the future and better meet your expectations...** **Most importantly**, we have made sure that **this new emphasis reflects a sincere** time that you owe to other **your families.**”




AIR FORCE
Air & Space Power

Right People – Right Place – Right Time

Headquarters U. S. Air Force

Integrity - Service - Excellence

Officer Force Development



Briefer's Name

U.S. AIR FORCE



U.S. AIR FORCE

Overview

- **Objectives**
- **The Architecture**
- **Construct / Career Path**
- **Assignments**
- **Developmental Education**
- **Q & A**



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Assumptions...

- **Command/leadership, joint duty, and technical mastery are still important**
- **AEF will continue to shape the Air Force**
- **Time, manpower, and money are finite**
- **A Force Development culture will take years to fully evolve**

You Must Stay Involved!

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What It Is and Is Not ...

- **Force Development is about ...**
 - **Accomplishing AF missions *today* and *tomorrow***
 - **Improving your skills deliberately**
 - **Using your skills more effectively**
 - **Listening to you better about your goals**
 - **Talking to you more clearly about your potential and possibilities**

- **Force Development is not about ...**
 - **Development for its own sake**
 - **Developing everyone the same**
 - **Just changing PME**
 - **Your career field alone**
 - **Your next promotion**



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Why Do We Need It In The AF ?

■ Today

- **“Deep” perspective**
- **Chance
“development”**
- **Focus on functional
skills**
- **Less focus on
enduring
competencies**
- **Career stovepipes**

■ Tomorrow

- **“Wider” perspective**
- **Systematic, deliberate
development**
- **Develop necessary
functional skills and
enduring
competencies**
- **Interchangeable
senior leaders**
- **Better team builders**



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What This Means To The AF

- **Meets AF mission needs**
- **Reinforces AF core values**
- **Enhances use and quality of AF resources (people, money, time)**
 - **Emphasizes right person, right place, right time**
- **Improves approach to education and assignments**

Understandable, deliberate development system



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What This Means To You

Deliberate Development ... Strategic Career Planning

- **Targeted assignments**
- **Expanded / improved education opportunities**
 - **Targeted to specific learning goals**
 - **Better preparation for future assignments**
- **More realistic personal expectations**
 - **Enhanced communication / feedback**
- **You still need to be involved in your development**



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Overall Objectives

- **Link training and education opportunities to assignment experiences ... to achieve AF needs**
- **Connect individual goals to AF needs ... to best achieve both**
- **Invest the right education, training and experience in the right officers at the right time ... to satisfy requirements**
- **Enhance leadership and officer understanding ... to best utilize their inputs in the development and assignment process**



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Overview

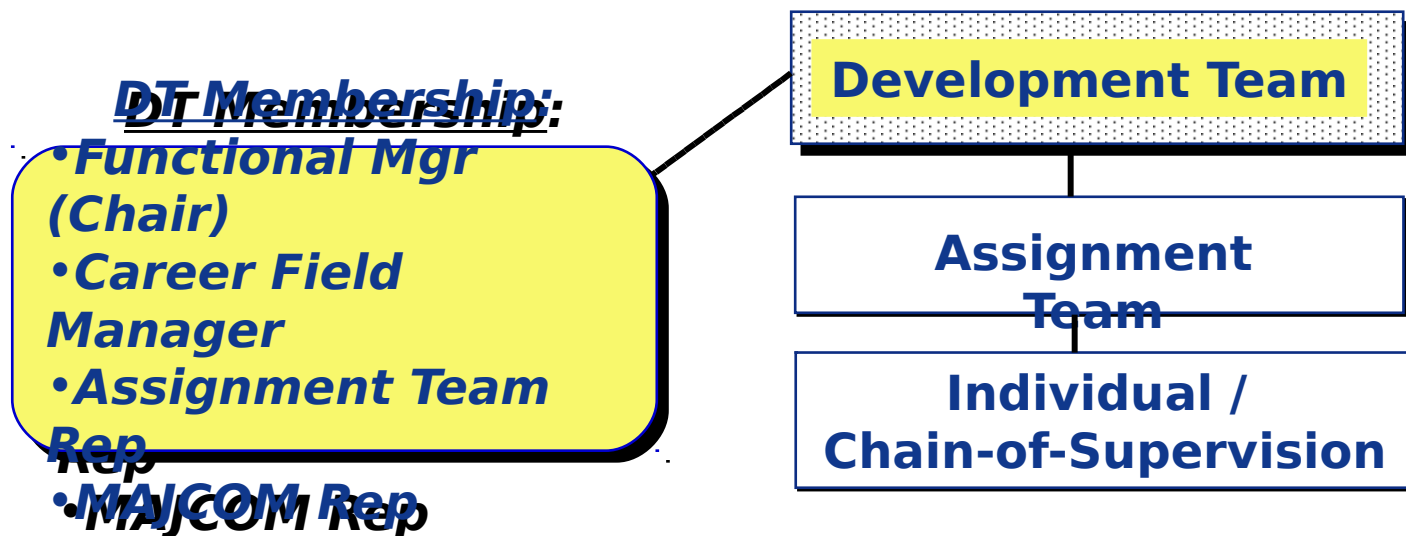
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Management Structure

FORCE DEVELOPMENT





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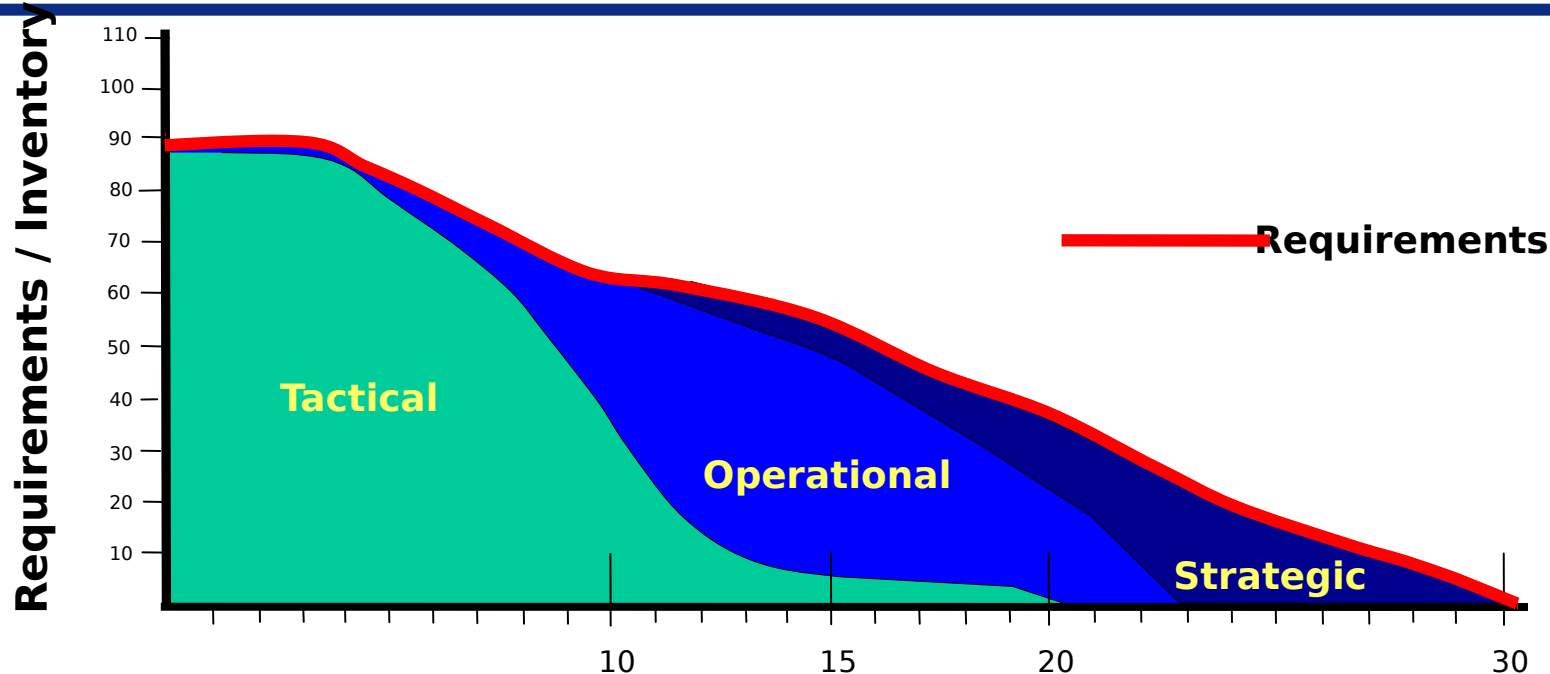
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Force Development Doctrine



Tactical

Gain knowledge

Experience in primary skill

Education

Operational

Widening of experience

Increased responsibility

Education

Strategic

Breadth of experience

Leadership perspective

Education

Right People – Right Place – Right Time



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Enduring Competencies & Occupational Skills

Enduring Competencies

Personal Leadership

Using Sound Judgment
Adapting
Inspiring Trust
Leading Courageously

Leading People/Teams

Inspiring & Empowering
Influencing & Negotiating
Fostering Collaboration
Building Relationships
Fostering Communication

Leading the Institution

Demonstrating Vision
Shaping Strategy
Aligning the Organization
Driving Transformation
Thinking Across Boundaries

Occupational Skills*

Acquisition Management

Contracting
Airpower Employment
Plans and Programs

Airlift Pilot/Navigator

Airpower Employment
Financial Management
Plans and Programs
Acquisition Management

Communications

Information Operations
Intelligence
Plans and Programs
Airpower Employment

Fighter Pilot/WSO

Space
Pol-Mil
Plans and Programs
Acquisition
Management

This is not a complete list of skill pairings

Right People – Right Place – Right Time



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Assignments

- **Incorporates more deliberate planning**
 - **Builds upon AF Assignment System (AFAS)**
 - **Designed to meet Air Force needs, while better accommodating individual's abilities, goals, and objectives**
 - **Incorporates the Development Team vectors**
 - **Builds upon the Preference Worksheet process towards a robust Officer Development Plan (ODP)**



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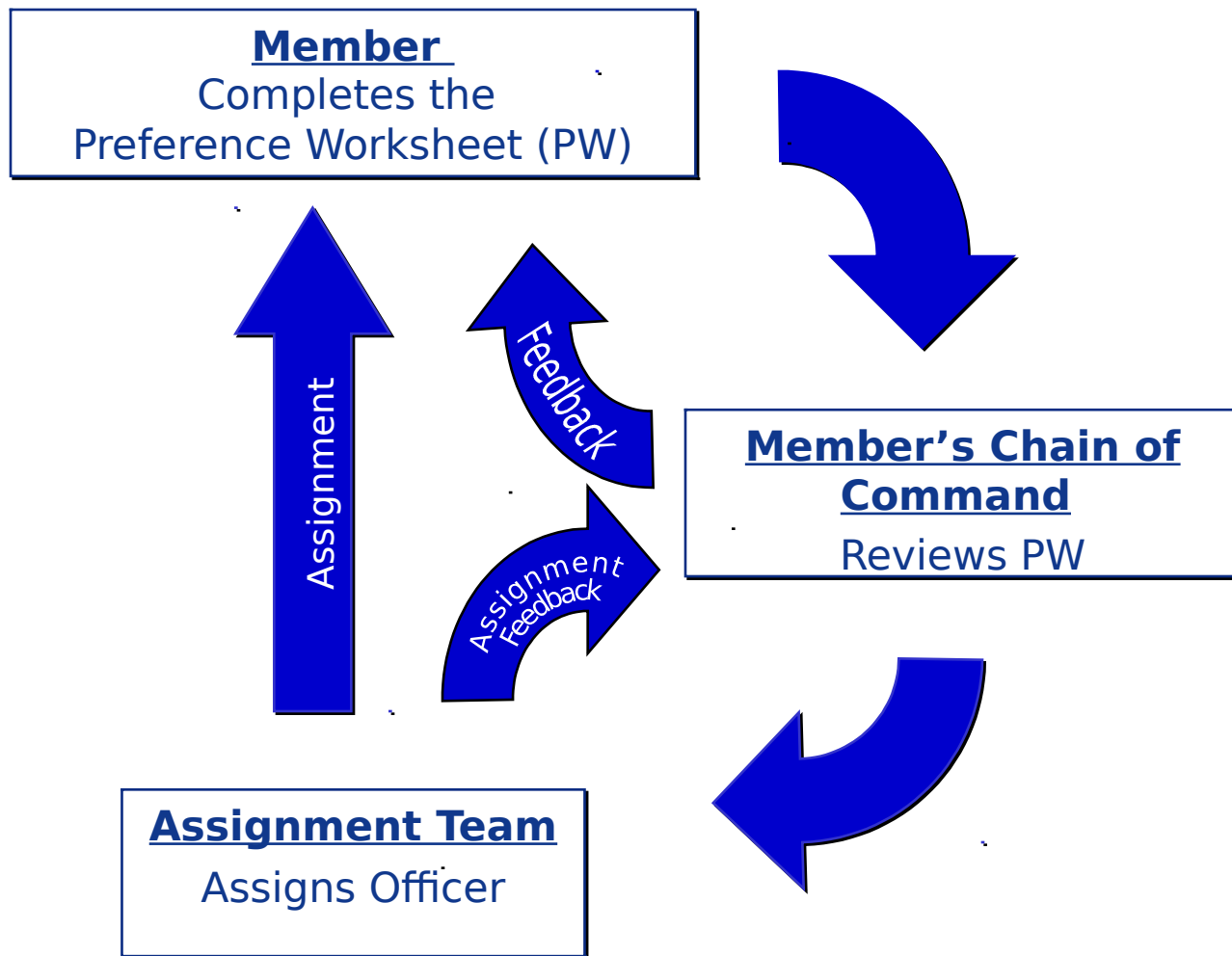
Officer Development Plan

- **Collaborative effort**
- **Combines**
 - **Personal goals**
 - **Leadership vision**
 - **Professional/functional perspective**
- **Provides feedback**
- **Permits course corrections**



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AMS Process



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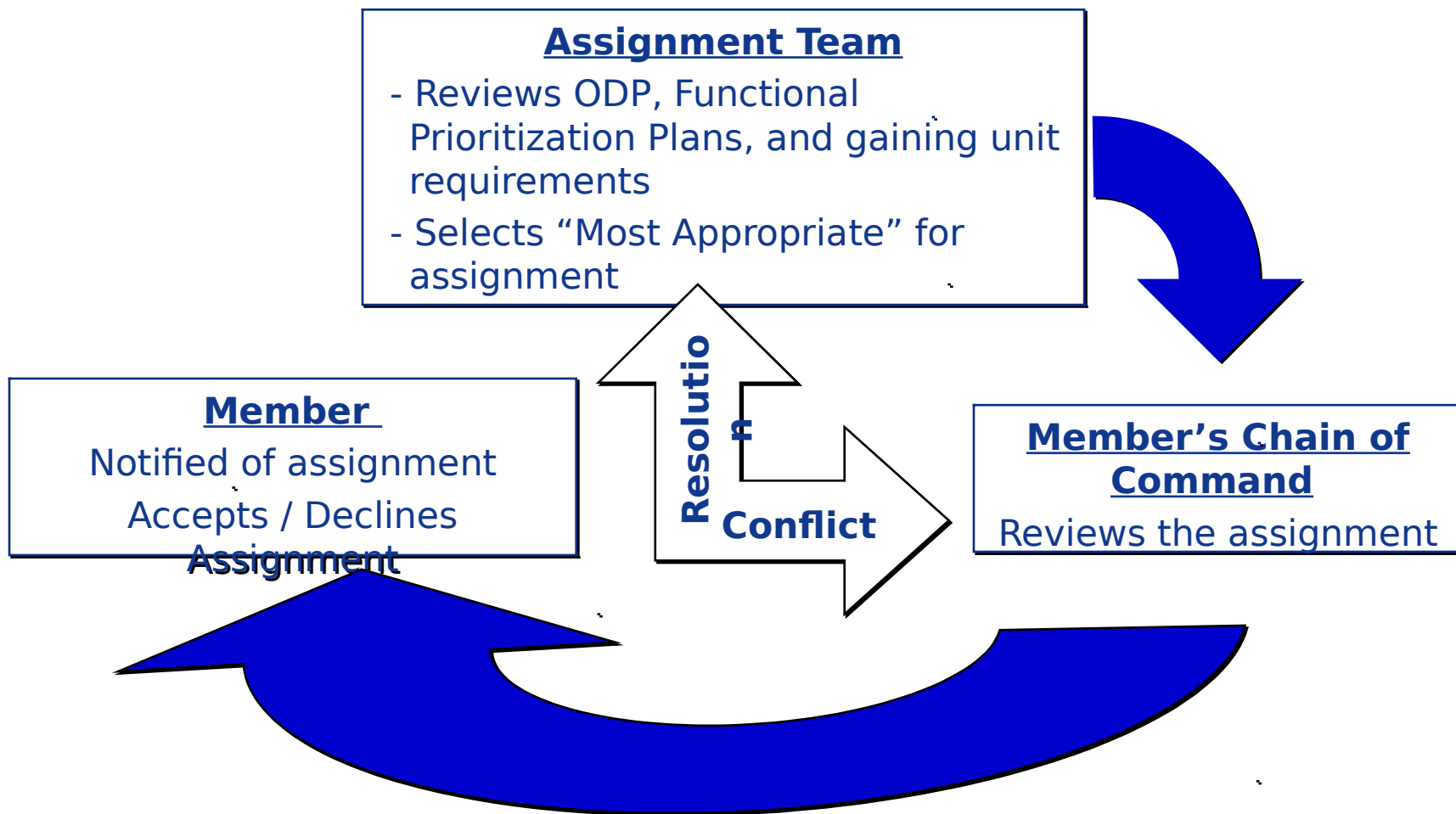
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Developmental Assignment Process



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ODP: Key Points

- **Officers and commanders specifically address development**
- **Development Teams will determine vectors**
 - **Focus on individual and career field development**
 - **Involved in special selection processes**
- **Assignment Teams (ATs) still assign**
 - **Focus on individual and mission needs**
 - **Full-time interface between officers, commanders, and DTs**

Developmental game plan rather than just specific job preferences

You are being actively considered for assignment.

- Absence of assignment preferences and commander/supervisor recommendation does not exempt you from assignment

- If you
process

selection

I am a volunteer for command if eligible

assignment.

To better commun
assignment

assignment and development teams, indicate below your intent for

- ☐ I will accept assignment consistent with ODP
- ☐ I do not wish to accept assignment at this time (Explain in Officer Comments of T-ODP)
- ☐ I have a special assignment
- Undecided
- ☐ I will stay in AF if
- ☐ I will stay in AF if

I would like to be considered for a SSO/DE Opportunity

Intent to Command / Special Selection

Developmental Opportunities

I am a volunteer for command if eligible: ☐ Yes ☐ No

☐ I would like to be considered for a Special Selection Opportunity (SSO) / Developmental Education Opportunity

Instructor Duty

We must all recognize the importance and value of instructor duty - CSAF

If selected for instructor duty, my preference is:

[click here for explanation of choices](#)

Any

This does not lock you into an assignment

Instructor duty

Update to save changes. **Next** or **Back** to save changes and go to appropriate section.

Update

<- Back

Next ->

Officer's Comments

Next Assignment Specific:

characters left:1225

Next Assignment Specific Comments - 1280 characters max

Next Assignment Specific

Developmental Objectives:

characters left:595

Developmental Objectives - 640 characters max

Developmental Objectives

Primary Assignment Recommendation:

characters left:192

[Additional Developmental Recommendations/Assessment](#)

Alternate

192

[Additional Developmental Recommendations/Assessment:](#)

characters left:568

Additional Developmental Recommendations/Assessment - 640
characters max

Forward for DT Review

Save to save changes. **Back** to save changes and go to previous section. **Forward** to save and send to DT.

Save (Does Not Forward)

<- Back

Return to Officer

Forward for DT Review

T-ODP Reviewer Comments

Primary Assignment Recommendation:

Primary Assignment Recommendation - 192 characters max

On Target

Alternate Assignment Recommendation:

Alternate Assignment Recommendation - 192 characters max

Additional Developmental Recommendations/Assessment:

Additional Developmental Recommendations/Assessment - 640 characters max

Forwarded to T-ODP Reviewer: 2003-08-13 11:25:11

Forwarded to AFPC: 2003-08-21 10:43:16

Development Team Feedback - On Target

Development Team Assessment:

Development Team Comments - 640 characters max

YOU MAY NOT BE ASSIGNED IN PRECISE ACCORDANCE WITH THE DT VECTOR.

[Click here for more information](#)

Reviewed by Development Team: 2003-10-20 13:42:03

Development Team Feedback - Alternate ODP Determined

Alternate Duty Preferences

	AFSC/Duty Title	Level	MAJCOM
1	33S Flight Commander	SQ	
2			

Development Team Assessment:

Development Team Comments - 640 characters max

Alternate ODP Determined

YOU MAY NOT BE ASSIGNED IN PRECISE ACCORDANCE WITH THE DT VECTOR.

[Click here for more information](#)

Reviewed by Development Team: 2003-10-20 13:42:03

T-ODP Reviewer Comments

Primary Assignment Recommendation:

Primary Assignment Recommendations - 192 characters max

Alternate Assignment Recommendation (if primary is not available):

Alternate Assignment Recommendation - 192 characters max

Additional Developmental Recommendations/Assessment:

Additional Developmental Recommendations/Assessment - 640 characters max

Forwarded to T-ODP Reviewer: 2003-08-06 09:58:13

Forwarded to AFPC: 2003-08-06 10:12:14

Review Status_



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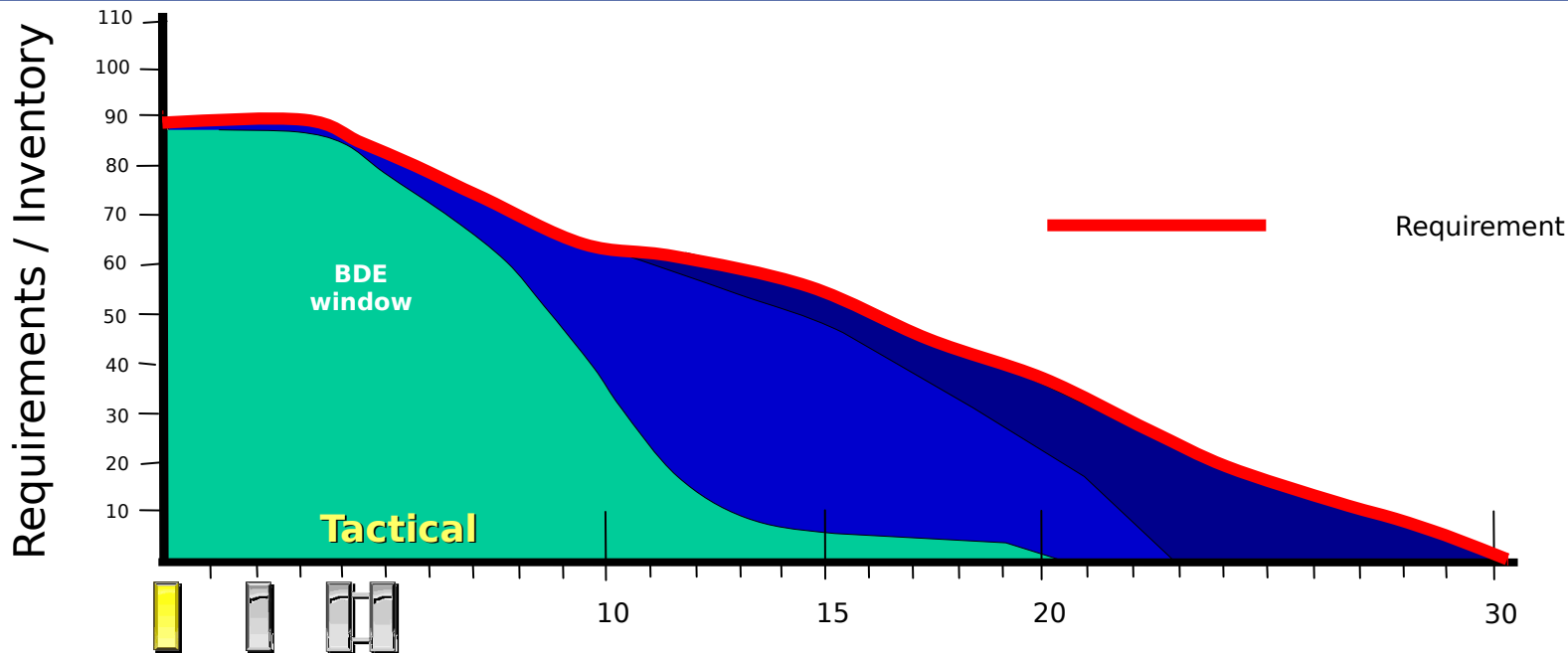
Developmental Education

- **Evolution from PME to Developmental Education**
- **3 Types of Developmental Education**
 - **Basic (BDE)**
 - **Intermediate (IDE)**
 - **Senior (SDE)**
- **Developmental Education Selection / Candidacy Process**



Force Development Education

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BDE (Tactical):

Example:

ASBC

SOS

AFIP

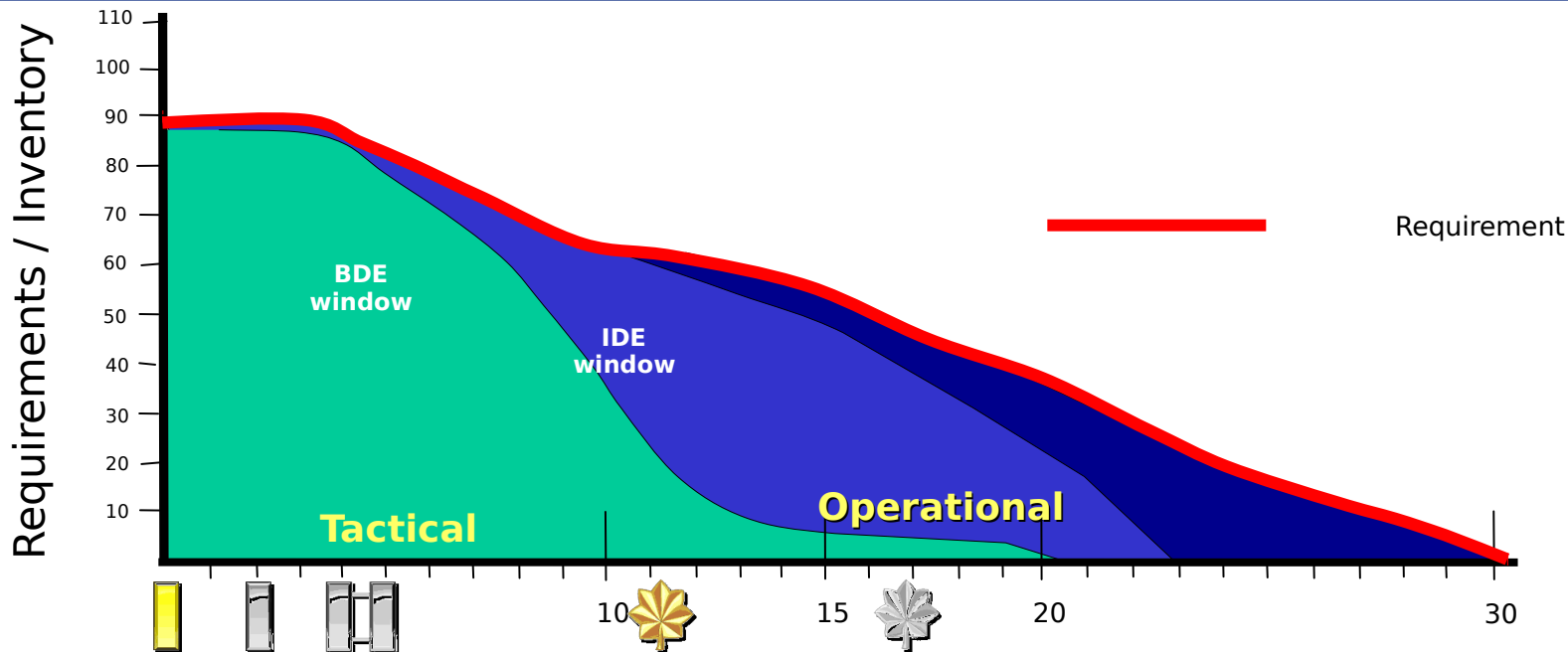
AFIT

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Force Development Education

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BDE (Tactical):

Example:
ASBC
SOS
AFIP
AFIT

IDE (Operational):

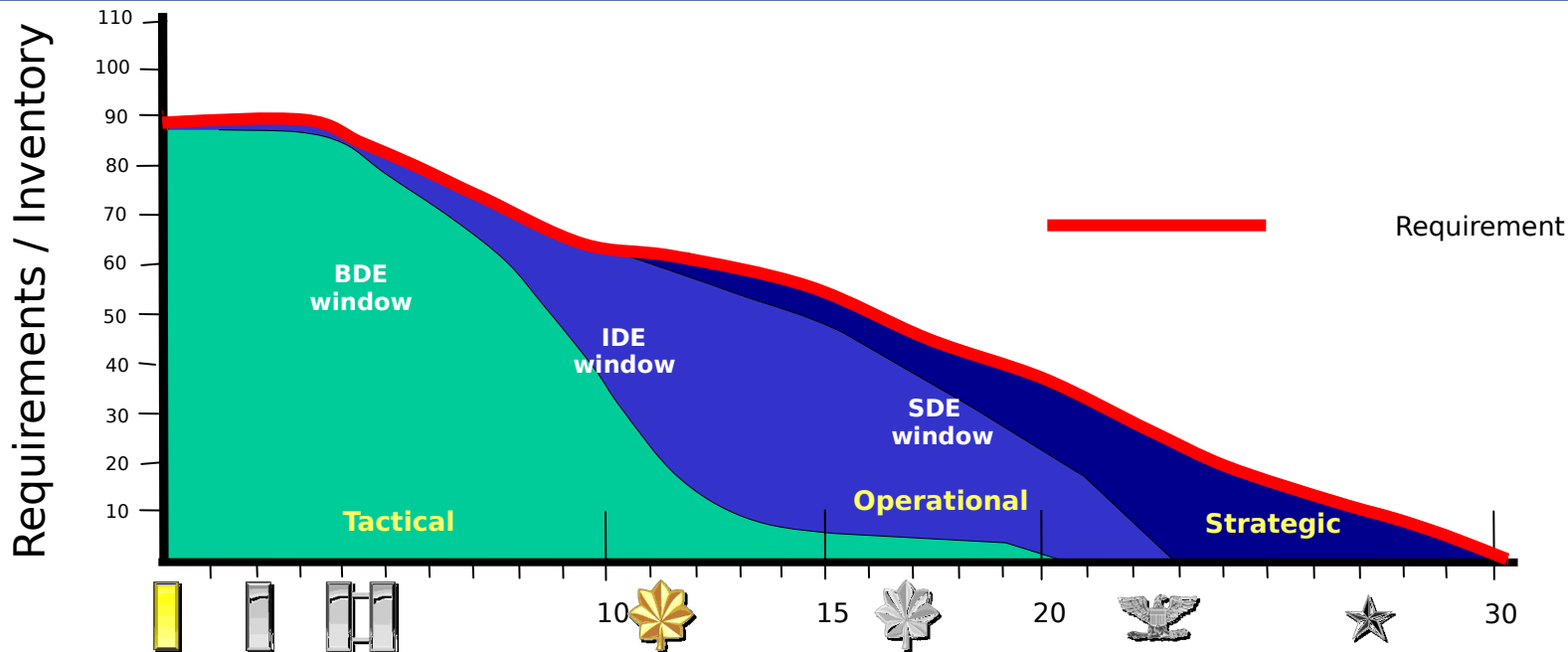
DE Boarded events/education
Example:
ACSC
JMIC
NPS
AF-Sponsored AADs

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Force Development Education

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BDE (Tactical):

Example:
ASBC
SOS
AFIP
AFIT

IDE (Operational):

DE Boarded events/education
Example:
ACSC
JMIC
NPS
AF-Sponsored AADs

SDE (Strategic):

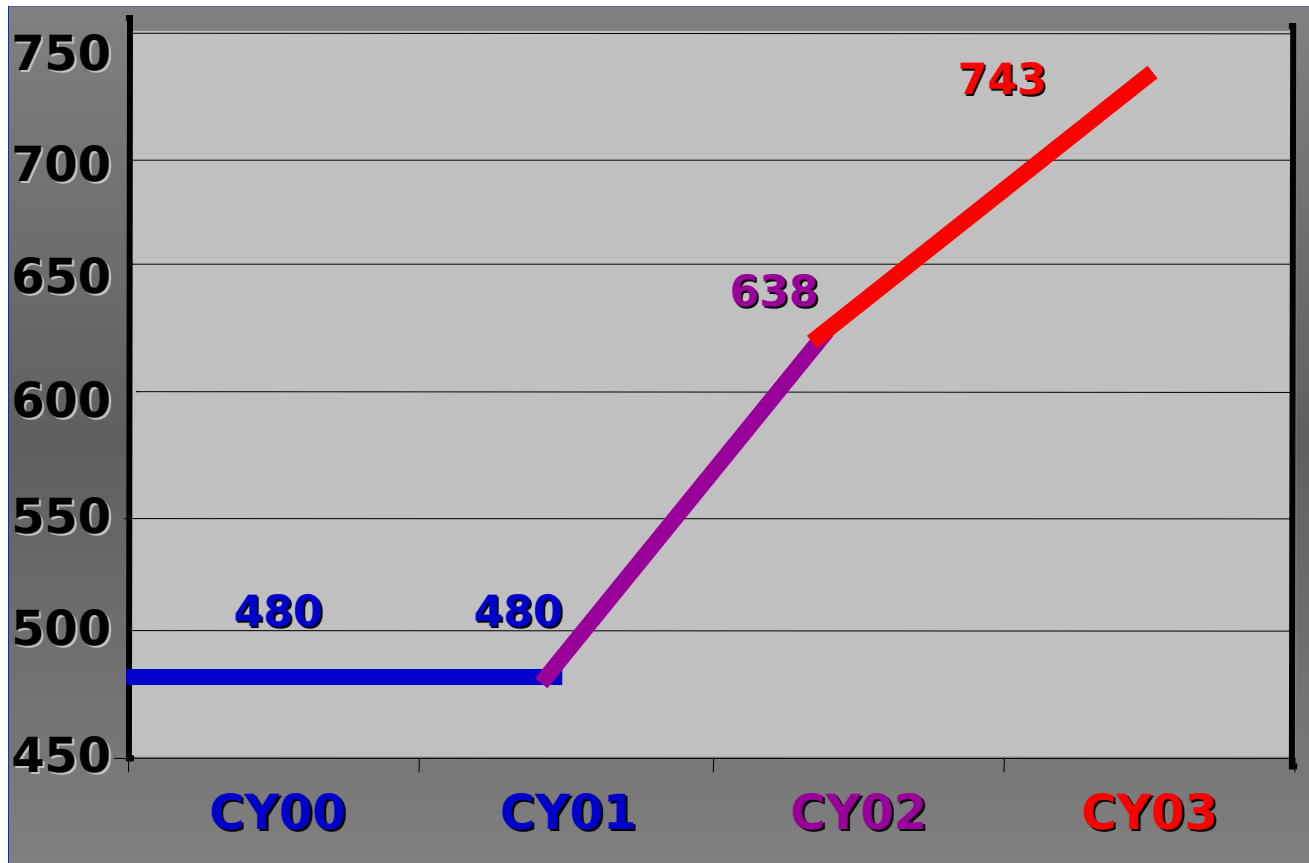
Received near or at the senior officer ranks
DE Boarded events/education
Examples:
AWC
NWC
ICAF

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IDE Opportunity Growth



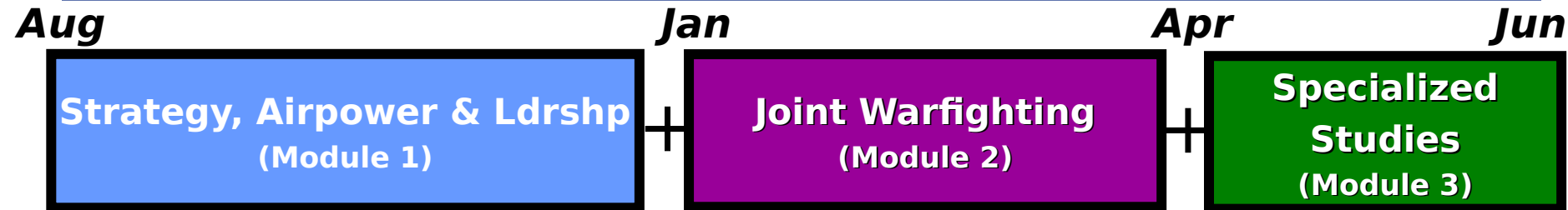
- With the addition of new IDE opportunities over the past two years, IDE slots have increased by over 50%
 - Approximately 250 seats

Right People – Right Place – Right Time

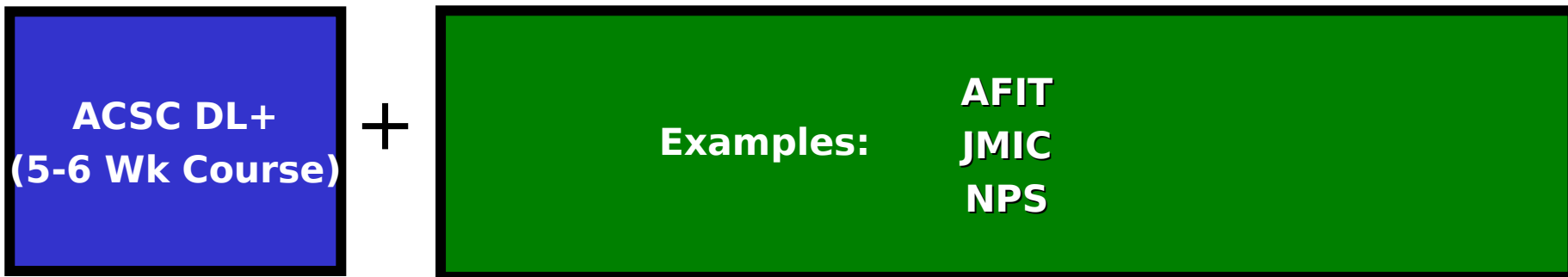


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IDE Curriculum



12-18 Months



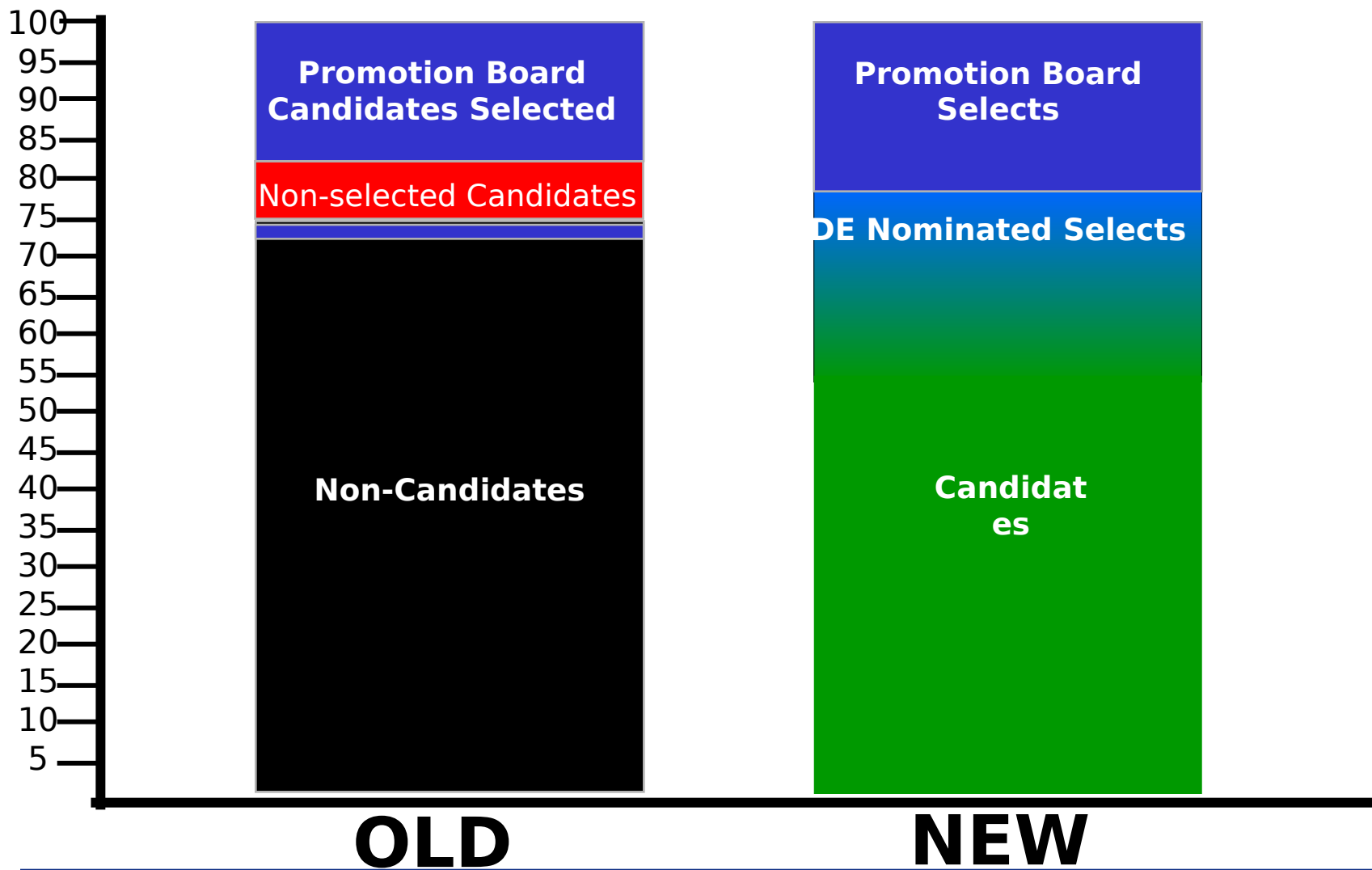
ACSC Distance Learning
[Reduced from 73 to 50 lessons]

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Old vs New Developmental Selection



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Position Report

- **Transitional ODP online in Nov**
- **New ACSC curriculum being taught today**
- **Some key details still being decided**
 - **Promotion brief, deployment and experience tracking, synchronized calendar**
- **DTs are beginning to meet - all by the end of Dec**



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Force Development

- **Balances individual goals to meet AF requirements**
- **Links education, training and duty experience, to build leaders at every level**
- **Enhances leadership involvement ... to meet warfighting needs**
- **Expanding to include the Total Force (Enlisted, Civilian, Guard and Reserve)**
- **Critically important and an enduring cultural change**

Develops our #1 resource ... You!

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Force Development Websites

www.dp.hq.af.mil/afslmo/fd
www.afpc.randolph.af.mil/afas



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